



FY 2001 PERFORMANCE REPORT

Focusing on Results ...



...and the Value of Our Products

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Executive Summary

This report provides our performance results for Fiscal Year (FY) 2001 and demonstrates our progress in achieving the goals that we outlined in our *FY 2001 – FY 2002 Strategic Plan*. Our Strategic Plan presented our revised mission statement and developed new vision and values that underpin our entire organization. The Plan also presented our strategies and self-measuring goals that focused on our mission, our effectiveness, the value and usefulness of our products, and the efficiency of our operations.

Mission Statement

By conducting independent and objective audits, evaluations, and investigations, we improve the Social Security Administration's programs and operations and protect them against fraud, waste, and abuse. We provide timely, useful, and reliable information and advice to Administration officials, Congress, and the public.

Vision and Values

We are agents of positive change striving for continuous improvement in SSA's programs, operations, and management by proactively seeking new ways to prevent and deter fraud, waste, and abuse. We are committed to integrity and achieving excellence by supporting an environment that encourages employee development and retention, and fosters diversity and innovation, while providing a valuable public service.

Our Plan included the 10 goals that cut across the spectrum of our Offices of Audit, Investigations, Counsel, and Executive Operations, as shown in the table below. As of the end of FY 2001, we are still working on implementing the necessary tools to gain management information on two of our goals to obtain baseline performance results. One of our goals is a descriptive measure and is reported as such below. As shown below, we are pleased to report

that our performance exceeded five of our overall goals and for the remaining two goals we are confident that the identified strategies will assist us in improving performance in FY 2002. In the sections that follow, we will discuss each of these areas in more depth.

Goals	Results
1. To increase our impact on the development of SSA programs and operations.	↑
2. To improve the quality and value of our products to end-users.	Not Reported
3. To sustain a positive return for each dollar invested in the OIG budget.	↑
4. To impact development of effective legislative remedies designed to strengthen SSA programs and operations	↑
5. To improve the quality of Civil Monetary Penalty (CMP) cases referred to Counsel.	↓
6. To streamline the processing of CMP cases without compromising the quality of legal reviews and legal analyses.	Not Reported
7. To reduce the financial impact of SSA delaying or failing to act on all open OIG recommendations.	Descriptive Measure
8. a) To reduce allegation processing times within the Allegation Management Division.	↑
b) To maintain a Field Division acceptance rate of 80 percent for AMD referrals through 2002.	↑
9. To ensure optimal investigation times.	↓
10. To reduce the average response time to congressional inquiries.	↑

Performance Discussion and Analysis

Below we discuss our 10 goals and the performance that we achieved during FY 2001. As we enter the second year of our *Strategic Plan*, we will continue to monitor or progress in each area, ensure that systems are in place for capturing the relevant information to report on our performance, and ensure that lessons learned inform the development of our next Strategic Plan.

<i>Goal 1: To increase our impact on the development of SSA programs and operations.</i>		
Self-Measuring Goal	FY 2001 Actual	Result
Maintain an 85 percent acceptance rate for program improvement recommendations through 2002.	90 percent	↑

Discussion: This measure is calculated by dividing the number of FY policy and regulatory recommendations SSA agrees to implement by the total number of policy and regulatory recommendations made to SSA in the same FY.

In FY 2001, we issued 260 recommendations and SSA agreed to 234.

Goal 2: To improve the quality and value of our products to end-users.

Self-Measuring Goal	FY 2001 Actual	Result
No self-measuring goal established at this time.	Baseline Data Still Under Development	Not Reported

Discussion: Our Quality Assurance Team has initiated a pilot test of our Product Quality Assessment Instrument. The development of this tool will provide users of OIG products an opportunity to comment on the quality of our written products and to indicate areas of improvement. The Quality Assurance Team sent test instruments to 10 entities throughout SSA, the law enforcement community, and other external parties to determine the effectiveness of the Product Quality Assessment Instrument. Upon completion of the pilot, the Product Quality Assessment Instrument will be deployed to assist us in improving our ability to produce quality products containing data, analysis, and recommendations of value to improving the Social Security system.

Our goal will be set in 2002, after determining the baseline performance level through the pilot test. We define our product quality rating as the number of OIG written products that users reported met established product quality standards out of the total number of OIG reports users assessed.

Goal 3: To sustain a positive return for each dollar invested in the OIG budget.

Self-Measuring Goal	FY 2001 Actual	Result
Return at least \$6.00 in potential savings for every \$1.00 invested in the OIG budget through 2002.	\$9.20	↑

Discussion: This measure is calculated by dividing the total value of all loss prevention-related savings identified by OIG in the FY by the total OIG budget for the same FY.

Our FY 2001 budget was \$69,444,000 and the total value of all of our loss prevention-related savings was \$638,712,178. Our loss prevention-related savings is comprised of the following:

- ✓ Questioned Costs: \$135,100,905
- ✓ Funds Put to Better Use: \$26,229,594
- ✓ Prisoner Dollars: \$250,000,000
- ✓ Civil Monetary Penalties: \$1,547,475
- ✓ Investigative Savings: \$225,834,204

Goal 4: To impact development of effective legislative remedies designed to strengthen SSA programs and operations.

Self-Measuring Goal	FY 2001 Actual	Result
Maintain a 70 percent acceptance rate for legislative proposals through 2002.	81 percent	↑
<p>Discussion: This measure is calculated by dividing the total number of legislative recommendations accepted by SSA and Congress by the total number of legislative recommendations proposed.</p> <p>We provided 22 distinct legislative proposals either directly to Congressional staff or to Congressional staff through SSA, of which 18 were ultimately included in proposed or draft legislation, for an “acceptance” rate of 81 percent.</p>		

Goal 5: To improve the quality of Civil Monetary Penalty cases referred to Counsel.

Self-Measuring Goal	FY 2001 Actual	Result
Increase our CMP acceptance rate to 70 percent by 2002.	30 percent	↓
<p>Discussion: This measure is calculated by dividing the total number of investigative referrals accepted by OCIG during the FY by the total number of referrals received by OCIG during the same year.</p> <p>OI referred 224 cases to OCIG in FY 2001. Of these, 109 remain pending, 34 were accepted, and 79 were declined, for an overall acceptance rate of 30 percent. In FY 2001, we established our baseline, by focusing our identified strategies for this goal. The Section 1129 CMP program underwent fundamental and substantive changes in FY 2001. For the first time, attorneys were placed in the field and given primary responsibility for processing case referrals. In addition, guidelines for case acceptance were altered and distributed to field offices around the country. Through our data analysis, we found a significant increase in the acceptance rate from the beginning of the FY to the end of the FY, signaling dramatic improvement as the new attorneys were trained and the new processes were refined. OCIG was approaching the 70 percent goal in the year's final quarter and is looking at further refining the referral guidelines and processes to ensure that this goal will be met in FY 2002.</p>		

Goal 6: To streamline processing of Civil Monetary Penalty cases without compromising the quality of legal reviews and legal analyses.

Self-Measuring Goal	FY 2001 Actual	Result
Complete initial CMP determination letters within 30 days on average by 2002.	Baseline Data Still Under Development	Not Reported
<p>Discussion: This measure is calculated first by determining the sum of the number of days from the date OI refers cases to OCIG to the date of the acceptance or rejection CMP letter and then dividing that sum by the total number of CMP actions during the FY.</p> <p>During FY 2001, we developed additional data input screens in our Allegation and Case Investigative System (ACIS) so that we will be able to capture the necessary data to report on this goal in FY 2002.</p>		

Goal 7: To reduce the financial impact of SSA delaying or failing to act on all open OIG recommendations.

Self-Measuring Goal	FY 2001 Actual	Result
This goal is a descriptive measure that shows the dollar cost consequences of <i>not</i> implementing OIG recommendations.	\$722,549,283	Descriptive Measure
<p>Discussion: This goal demonstrates the dollar consequence of SSA decisions to not fully implement policy, legislative, or program improvement recommendations. The measure includes OIG recommendations from the prior 5 FYs. This goal is measured by adding projected savings, questioned costs, and funds put to better use. This does not include FY 2001 recommendations, as we do not expect SSA to have fully implemented recommendations that were recently issued.</p> <p>Using FYs 1996 through 2000, our FY 2001 results are reported as \$722,549,283 and comprise the reports and dollar amounts listed below.</p>		
Report Title		Dollar Amount
Old-Age, Survivors and Disability Insurance Benefits Paid to Fugitives (A-01-00-10014)		\$198,234,420
Identification of Fugitives Receiving Supplemental Security Income Payments (A-01-98-61013)		\$126,563,733
Monitoring Representative Payee Performance: Roll-Up Report (A-09-96-64201)		\$100,000,000
Identification of Fugitives Receiving Supplemental Security Income Payments (A-01-98-61013) and The Social Security Administration Incorrectly Paid Attorney Fees on Disability Income Cases When Workers' Compensation Payments Were Involved (A-04-98-62001)		\$297,751,130 (See note below)
Total		\$722,549,283
Note: This amount is subject to revision because it is still under review. This figure was developed by our office using information SSA provided from three separate workers' compensation overpayment and underpayment reviews, taking into consideration the work completed to date by the Agency. SSA is providing us with data on additional workers' compensation cases where offsets were imposed, which may lead to further projected savings.		

Goal 8: To reduce allegation processing times within the Allegation Management Division.

Self-Measuring Goal	FY 2001 Actual	Result
Refer or close all allegations on average within 14 days by 2002.	7.65 days	↑
<p>Discussion: This measure is calculated by determining the total days from the date an allegation is received by the Allegation Management Division (AMD) to the date it is either declined, referred, or an investigation is opened and then dividing that total by the total number of allegations AMD received during the FY.</p> <p>In FY 2001, AMD processed 89,561 allegations. The total processing days for all allegations was 685,551. This resulted in an average processing time of 7.65 days. This is a significant improvement over FY 2000 when the average time for processing 75,696 allegations was 21 days.</p>		
Self-Measuring Goal	FY 2001 Actual	Result
To maintain a Field Division acceptance rate of 80 percent for AMD referrals through 2002.	81.5 percent	↑
<p>Discussion: This measure is calculated by dividing total number of allegations accepted for investigation by OI's Field Divisions by the total number of allegations AMD referred to the Field Divisions for investigation.</p> <p>During FY 2001, AMD referred 294 allegations to OI's Field Divisions. This <u>excludes</u> 31 congressional referrals that are not considered part of this measure. Of the 294 referred, OI Field Divisions completed reviews of 200 of the 294 allegations leaving 94 pending as of the close of FY 2001. OI Field Divisions accepted 163 or 81.5 percent of the referrals for investigation.</p>		

Goal 9: To ensure optimal investigation times.		
Self-Measuring Goal	FY 2001 Actual	Result
Complete investigative field work on average within 180 days by the year 2002.	290 days	↓
<p>Discussion: This measure is calculated by dividing the total days from the date allegations are received to the date the case is either referred for judicial action or closed for all cases completed during the FY by the total number of investigations completed during the FY.</p> <p>The information collected for FY 2001 was intended to establish a benchmark and to ascertain whether we had set an appropriate goal for FY 2002. We determined that 9,628 investigative cases were either closed or referred for judicial action during FY 2001. The average number of days these cases were active was 290 days.</p> <p>The 290-day average exceeds the desired average of 180 days. OI has already instituted procedures to help lower this average for FY 2002. For example, a closer review of completed investigations disclosed that both program and project cases both exceeded the desired goal. In order to reduce the average number of days for investigations that are opened as part of the fugitive felon project, OI has reduced the number of subjects tracked in each case. Instead of opening cases with several hundred subjects, OI will open more investigations but each case will contain fewer subjects than before.</p>		

Goal 10: To reduce the average response time to congressional inquiries.		
Self-Measuring Goal	FY 2001 Actual	Result
Respond to congressional requests within 30 calendar days on average by 2002.	20.6 days	↑
<p>Discussion: This measure is calculated by dividing the total number of days from the date constituent requests are received by OIG to the date of the final responses during the FY by the total number of congressional requests responded to during the FY.</p> <p>We received 131 requests in FY 2001, and completed 100 percent of the requests in an average 20.6 days. This average includes the number of days from the date we received the request, includes all OIG components' processing time, and ends when the final response is sent to the requestor.</p>		